Agenda Item	2.2

Freedom of Information Status	Open	
Reporting Committee	Workforce and OD Committee	
Author	Claire Mulcahy, Corporate Governance Manager	
Chaired by	Tom Crick Independent Member (Digital)	
Lead Executive Director (s)	Debbie Eyitayo, Director of Workforce and OD	
Date of last meeting	11 April 2023	

Matters to Draw to the Attention of the Board (particularly areas relating to risk or quality)

- **Staffing levels post Acute Medical Service Redesign**

Key Matters Raised by Members for Board Attention: The transition plan was completed on 29th January 2023 and all staff moving under the Organisational Change Policy were in the new roles. Most vacancies for Band 7 and Band 6 posts had been filled. The focus was now on Band 5 vacancies. The Internationally Educated Nurses (IEN) number had to be split out from the establishment until training completed but the predicted Band 5 substantive posts would be 86.73%. There was currently a heavy reliance on temporary staff due to only 50% of substantive in post. Concerns had been raised on overcrowding and length of stay in Acute Medical Unit (AMU) therefore there was an increase in unregistered workforce and additional admin support. There were 64 action points being worked through for AMU as part of the six goals.

Other Areas Discussed: The Audit Wales work undertaken on the unregistered workforce had shown positive for Wales and the aim was to look how best to build the Band 2, 3 and 4 workforce into the establishments. There would 120 budgeted vacant posts identified across Service Group establishment to use for this purpose. The work will commence in the next few months.

- **Workforce and OD Risk Register**

Key Matters Raised by Members for Board Attention: The number of risks assigned to the committee had increased to six as a result of a transfer of risks relating to Digital; *Workforce Recruitment of Medical & Dental Staff; Digital; Transformation to Deliver Sustainable Services; Electronic Patient Record (Paper Record Storage); Operational & Strategic Decisions are not Data Informed; Nurse Staffing Levels Act; GDPR Subject Access Requests*

Other Areas of Discussion

- **Our Big Conversation – Phase One and Two**

A presentation and report on the continuation of the work on culture, values and clinically led and quality driven organisation. A thematic analysis of the results provided a top 10 of themes. A closer focus on the top 4 themes would now take place; *Culture and Behaviour; Patient and User experience; Quality and Improvement and Leadership and Management.* Work in

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partnerships with Trade Unions would take place on the practical vision. A focus on the engagement of clinical leaders was needed to move the organisation to be clinically led, looking at job roles and descriptions and ownership and commitment as seen in other NHS organisations. Members queried how trust, autonomy and delegation would cascade downwards. The aim was via management by objectives and planned levels of delegation and system of control. In relation to targets and too much focus by management, members agreed the narrative around targets needed to change and be meaningful to be staff.

- **Workforce Recruitment and Retention**

The new recruitment website was in build phase and various media would be used to promote the new brand. Success had also been evident in the reduction of the recruitment timeline. A campaign to recruit band 3 and 4 Assistant Practitioner posts to increase the unregistered workforce was underway. Several difficult to fill medical posts had been successfully filled.

- **Workforce Metrics and Key Performance Indicators**

Sickness levels had reduced to 7.43% in January 2023. The health board had set itself a stretch target to reduce sickness from 8% to 5.5%. The same approach used in the restorative culture work to reduce employee relation cases would be adopted to manage sickness levels going forward. This would begin in hotspot areas where there had been issues with staff retention, sickness and culture.

- **Workforce Priorities and Goals, Measures and Outcomes (GMOs) for 2023/24 Annual Plan**

There were five strategic goals , supported by twenty-seven methods/initiatives including the development of a digital dashboard for workforce planning and further roll-out of ESR self-service to enhance workforce intelligence. Wider engagement with key stakeholders was planned for Summer for the new Workforce and OD Strategy.

- **Supporting Career Pathways through our Career Development Team**

Following a previous request from Board, members received a presentation on the multiple career pathways supported by the health board's career development team including apprenticeships and the graduate scheme. It demonstrated how the health board was supporting wider career progressions in both clinical and support functions across the organisation. Members praised this work, apprenticeships and vocational routes into health care roles were vitally important to the health board as a major employer in the area. Work was underway with nursing education in relation for the Band 3 non-registered workforce, as well as the local colleges on vocational routes to nursing. The health board were working with higher education partners looking at the medical workforce pathways and retention, as well as academic courses for Therapies in particular, with the aim to widen that access.

- **Annual Equality Workforce Report 2021-22 and Equality Plan**

This was a legal duty of the health board to produce and publish annual equality employment information. It was noted that an improvement had been seen in the overall completion rates of workforce equality data. The health board's workforce data would be used a test case on an all-Wales basis for the Workforce Race Equality Standard development and implementation.

Decisions Made for Approval by the Board

No decisions were made requiring board approval.

Updates Received from Sub-Groups

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Reports from the following sub-groups were **noted**:
- Workforce Delivery Group;
- Medical Workforce Board;
- Therapies and Health Science Group;
- Welsh Language Delivery Group.

Matters Referred to Other Committees	
There were no matters referred to other committees.	
Date of next meeting	14 June 2023